

DD/P 2-2468

CONFIDENTIAL

OCT 25 1956

206-3487

MEMORANDUM FOR: Director of Training

SUBJECT : Foreign Language Development Program

- REFERENCES :
- (a) Foreign Language Development Regulations.
 - (b) Memorandum for DCI from Chief, Ad Hoc Committee on Foreign Language Development Program, subject: "Foreign Language Development Program," dated 17 February 1956.
 - (c) Memorandum for DTR from EO/DDP, subject: "Proposed Language Development Program Regulations," dated 17 August 1956.
 - (d) Memorandum for DTR from COPS, subject: "Foreign Language Development Program," dated 25 September 1956.

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1. In accordance with recent discussion among [redacted] and AC/CSTC, whereby more detailed comments or the Clandestine Services were to be provided on these regulations, I transmit herewith our more specific views and recommendations.

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2. I consider the efforts we are making jointly in this matter of significant importance to the advancement of our objective of a more professional and better-equipped Clandestine Service, and I further believe that we can the more quickly and effectively accomplish this objective by the promulgation of policies and procedures in these regulations which stimulate language study on individual initiative, while at the same time fit into our personnel and workload facts of life, as these are shaped by operational requirements.

3. It is in this sense that we have prepared the attached comments which we trust will prove useful in the further working out of an acceptable and effective language training program.

[redacted]
Richard Helms
Chief of Operations, DD/P

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1 Attachment A/S

cc: Regulations Control Staff/
Assistant Deputy Director (Support)

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OCT 18 1956

DD/P COMMENT ON PROPOSED LANGUAGE DEVELOPMENT REGULATIONS

- REFERENCES:
- (a) Foreign Language Development Program Regulations.
 - (b) Memorandum for DCI from Chief, Ad Hoc Committee on Foreign Language Development Program, subject: "Foreign Language Development Program," dated 17 February 1956.
 - (c) Memorandum for DTR from EO/DDP, subject: "Proposed Language Development Program Regulations," dated 17 August 1956.
 - (d) Memorandum for DTR from COPS, subject: "Foreign Language Development Program," dated 25 September 1956.

1. We have found it most difficult to write into Agency regulations the emphasis previously set forth in paragraph 3. of reference d., since these regulations will govern language training for the total Agency. Consequently, we have directed our comment toward a sharpening of responsibilities and toward generalizations which will permit DD/P to supplement these Agency regulations

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2. For your guidance in examining our comments set forth in the succeeding paragraphs, we are listing certain administrative assumptions which have guided us:

ok a. DD/P determines for himself his needs for foreign language competence.

ok b. DD/P then determines how well he can meet his need. After such determination, he gives the unsatisfied balance of his requirements to DTR and asks DTR to take necessary action to provide training facilities which will accommodate this balance.

disagree c. DD/P cannot tie language qualifications to individual positions. Unfortunately, personnel and operational requirements dictate a flexibility which does not lend itself to this.

ok d. DTR will monitor the testing program and the training he undertakes to satisfy those requirements given him by DD/P.

ok e. D/Pers will maintain the Register of foreign language competence.

ok 3. In specific examination of the regulation on development of foreign language proficiency, we believe that clarity can be achieved by separating out the "Language Specialists Program," which contemplates the establishment of a "Reserve" of foreign language proficient personnel.

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This is a separate conclusion in the DCI approved recommendations, and has separate policy, responsibility and procedural implications. It could well be a separate regulation or at least a separate section of an overall regulation. Toward this end, our comment has been organized to show the Reserve Language Specialists Program as a separate entity. Should you see fit to publish two regulations, suggested titles could be:

a. Development of Foreign Language Proficiency in Staff Personnel.

b. Development of a Reserve of Foreign Language Proficient Personnel.

4. Specific comment on Regulation Development of Foreign Language Proficiency:

a. Synopsis:

✓ (1) Second line: Delete "and procedures." ✓

✓ (2) Fourth line: End sentence after first word, "personnel." Delete from there on to the beginning of (2). ✓

✓ (3) Sixth line: Beginning with (2), treat as a separate entity to read, "prescribes policies, responsibilities and procedures for the development of a reserve of staff personnel proficient in foreign languages which are unusual, difficult or in short supply to meet probable and possible future needs of the agency."

b. Paragraph 1, Policy:

(1) Para. a: Delete completely and substitute the following: "Current and future language requirements of the Agency will be determined and will constitute the basis for attainment and maintenance of language proficiency by appropriate staff personnel."

Include the following for the regulation (or section) governing the Reserve Specialist Program: "A reserve of staff personnel proficient in foreign languages which are unusual, difficult or in short supply will be established to meet probable and possible needs of the Agency."

(2) The regulation as presently written includes no word of encouragement to the individuals concerned. Consequently we suggest a new para. b. reading along the following lines: "Staff personnel will be encouraged to cooperate with their supervisors and Career Management Officers in their personal development of language competence. This will require considerable allocation of otherwise free time to language study. Moreover, it will require maximum exploitation of overseas assignment toward this end."

(3) Paras. b. and c: Delete para. b., substitute para. c. with the addition of the following language after "personnel" in the first line: "staff personnel, upon recommendation of command supervisors and acceptance for enrollment by DTR...."

In sub-paragraph (4), add after "intelligence officer" at the end of the first line, "whose career plan provides rotation in assignment" and delete all of the second line.

c. Paragraph 2, Responsibilities:

(1) Deputy Directors: In lieu of language in (1), substitute: "Determine current and projected requirements for language competence for the full discharge of their responsibilities."

In lieu of language in (2), substitute: "Take all necessary steps, including implementing procedures and controls, to assure the continuing attainment and maintenance of language proficiency by staff personnel under their jurisdiction."

In lieu of (3), include in separate regulation or section two sub-paragraphs along these lines: (1) Establish specific requirements for foreign languages which should be treated under the Reserve Foreign Language Specialist Program. (2) Nominate for the Reserve Foreign Language Specialist Program, individuals who have demonstrated language and functional potential."

(2) DTR: No change for (1), (2), (3), and (4).

(5) be separated out as shown below:

(6) add "training" before "standards" in the first line.

For the Specialist Program: in the opening para. of (5), in third line change to read "of appropriate Career Staff specialists" and add in the fifth line "he will in response to long-range requirements of DD/P and other appropriate operating officials:"

In sub-paragraph (5) (a) add in the second line: "taking into consideration projected operational needs of the Agency."

Delete sub-paragraph (5) (b) add a new (5) (b) reading: "Plan, schedule, and monitor the participation of designated staff employees in the program."

In sub-paragraph (5) (c), change to read: "Forward with appropriate recommendation, to the Career Council, nominations of the Deputy Directors of qualified staff personnel, from whom the Career Council..."

(3) Director of Personnel: no change.

✓ d. Paragraph 3, Procedures:

✓ (1) Para a: Delete. ✓

(2) Para. b: Place in a separate regulation or section, with changes noted below:

✓ (a) Add a new (1): "Annually the Deputy Directors will advise the Director of Training, through established planning channels, of those foreign languages designated as unusual, neglected or in short supply in terms of the probable or possible future needs of the Agency, for which training opportunities should be developed. The functional specializations in which the languages will be needed will also be specified."

✓ (b) Re-number (1) as (2) and rewrite as follows: "Annually the Director of Training will notify appropriate Career Management, Training, and Publications Control Officers of foreign languages designated as unusual, neglected or in short supply in terms of the probable or possible future needs of the Agency for which training opportunities are offered. He will specify the related functional specializations required by candidates and will invite application and nomination of candidates from throughout the Agency every twelve months for intensive training in these designated foreign languages."

✓ (c) Re-number (2) as (3) and change by adding at the end of the third line "and established Career Management channels"; delete the rest of the paragraph.

✓ (d) Re-number (3) as (4) and change by adding in the sixth line: "Functional qualifications will be determined by appropriate Career Service Panels; language qualifications will be certified by the Office of Training Qualifications Review Panels."

✓ (e) Re-number (4) as (5) and add after "performance" at the end of the paragraph: "performance in Agency functional specializations which require the specified language competence."

✓ (f) Re-number (5) as (6) and change after "basis of:" "nominations of Deputy Directors and recommendations by the Director of Training."

✓ e. Paragraph c, Foreign Language Register: Add at the end of (3): "and the individual's personnel folder."

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f. Add a new paragraph d. "For Establishing Language Aptitude."

✓ "(1) Prior to enrollment in language study or development of career plans envisaging the same, supervisory personnel will schedule the employee for language aptitude testing by OTR in accordance with established scheduling procedures. The results of such tests will be included in the training records maintained by the OTR Registrar and such other training, career management, and personnel records as the separate offices may designate.

✓ "(2) Language aptitude testing will be included as an integral part of the prescribed EOD testing for professional personnel and will be incorporated into appropriate personnel and training records."

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5. Specific comment on [redacted] "Development of Foreign Language

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a. Para. 1 d: Rewrite along these lines: "Foreign language training for staff employees of a part-time or after-hours variety, during the period of field assignment is strongly recommended. Toward this end, every effort will be made to provide an introduction to the language prior to departure to the field, which will provide the basis for follow-up during the period of field assignment. This training will be provided at organization expense and on organization time to such extent as is consistent with the operational requirements of the field assignment."

b. Para. 2 c (1): Suggest inclusion of the exception concerning Headquarters approval for amounts over \$250.00 set forth in sub-paragraph 2 c (5) at this point.

c. Para. 2 c (3): This is not feasible. Suggest that this be rewritten as follows: "Will provide sound management of language training through established administrative channels." Most stations do not have the kind of person described here; if they do have he is too busy with operations to concern himself with language training.

6. Specific comments on [redacted] follow:

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a. Para. 2, Policy:

✓ (1) No mention is made here of the policy concerning acquisition of a language through command assignment to language study or study on individual initiative.

✓ (2) Sub-paras. a and b: Awards should not be limited to Career Staff; completion of a year's probationary status should be sufficient. In this way we would hope to encourage the early study of a language.

(3) Sub-para. 2 d (1): Add an exception: "except that a retroactive award can be made when an employee can prove that past study was undertaken on individual initiative to enhance his value on his Agency assignment."

(4) Sub-para. 2 f: Add after "language proficiency" in the third line, "who have been recommended by supervisors and career management panels for foreign language study, and who are...."

Suggest deletion of the second and third sentences of the paragraph; these are completely negative in concept of the total program and in complete disagreement with CS philosophy which encourages the individual to use his spare time in Agency facilities which will help him maintain his language skill. We believe that all CS personnel should have free and easy access to the language laboratory and that, if necessary, OTR should expand its class and laboratory facilities for after-hours study.

b. Para. 3, Responsibilities:

(1) Sub-para. 3 a: Delete all language after "awards" in the second line.

(2) Sub-para. 3 b (1): Change to read: "Recommend, in consultation with appropriate Deputy Directors, those foreign languages...."

(3) Add a new sub-para. d: "Deputy Directors will: (1) Consult with the Director of Training to recommend those foreign languages for which Developmental Awards are to be authorized and the amounts of awards in each case, thereby insuring that the Awards Program is in consonance with operational need."

(2) "Establish appropriate procedures within their components to insure the orderly and just processing of applications for awards."

c. Para. 4, Procedures:

(1) Para. 4 a (1): Add at the end of the third line, after "time," "through established command channels."

(2) Para. 4 a (2): Like reference to established channels should be included.

(3) Para 4 b (1) and (2): These paragraphs are built around Career Staff status. If our concept that Career Staff status should not be a criterion is adopted, then these require rewriting to eliminate that provision.

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(4) Para 4 b (3): This paragraph is unclear as to whether payment will be made in the middle of the tour or whether the employee must await testing of proficiency upon return to Headquarters. Also, allusion to Career Staff may have to be deleted.

✓ (5) Para 4 b (4): Insert in first line after "notify"
✓ "through established training channels...."



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